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WHAT TRAINING PROGRAM SHOULD BE DEVELOPED AND COORDINATED FOR E--ETC(U)
APR 82 J B SHARP

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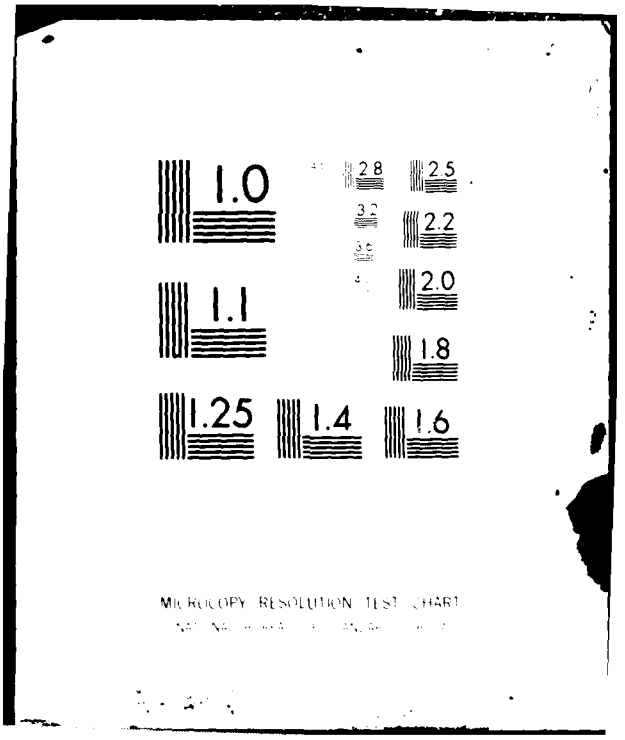
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20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

A multi-service analysis of the training and supervisory responsibilities of E-8 recruiters is married to a survey of USAREC, Assistant Area Commanders, and DRC Sergeants Major. The melded data is then evaluated in terms of the identified critical skills and attitudes. Voluminous data collected is analyzed and synthesized. Nine carefully thought out and succinct recommendations follow.

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US ARMY WAR COLLEGE

INDIVIDUAL RESEARCH BASED ESSAY

WHAT TRAINING PROGRAM SHOULD BE DEVELOPED AND COORDINATED FOR E-8s IN MOS OEE

BY

JOHN B. SHARP

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I. PURPOSE/BACKGROUND

The purpose of this paper is to briefly compare the training and supervisory responsibilities of recruiters at the E-8 level for all services, identify some shortcomings in the Army training and offer suggestions to improve the Army's selection, evaluation and training of Assistant Area Commanders. All ideas, suggestions or recommendations in this paper are my own and are based upon personal experiences and upon inferences drawn from the survey of USAREC, Assistant Area Commanders (AAC) and District Recruiting Command (DRC) Sergeants Major (Inclosure 1). The survey had the approval of HQ USAREC and MILPERCEN. Questionnaires were routed through the five Recruiting Region Headquarters in late December and results were tabulated in early February. Respondents were asked, not directed, to complete and return the survey questionnaire. Names, social security numbers, and other individual identification of respondents were not required. The responses appeared to be candid and in some areas reinforced my opinions about the job I consider critical to the recruiting effort. A special comparison was made that separates responses to each survey question by grade of respondents. In some instances I will comment on selected comparisons where the grade of the respondent is a factor.

A key part of this project is to evaluate the feelings and recommendations of the current leadership at the E-8 and E-9 level and to identify areas that they believe to be critical, weak, needing

improvement, etc. Another key area is to try to dispel inferences drawn from responses that are out of line with the vast majority of the other responses. This approach may show two things. First, training and management procedures that are well accepted and used by the field force are fairly easy to identify. Areas that are considered weaknesses by the current NCO supervisors are also easy to identify but making corrections may be difficult and slow. Second, my own bias may become apparent so it is best they be stated here. I believe that NCO progression in CMF OOE should follow a path that provides for experience as a field recruiter, station commander and assistant area commander for all NCO's who are considered for promotion to E-9 in CMF OOE. There are rare but justifiable exceptions just as brigade commanders may not all have command experience at platoon, company and battalion level. There are many other jobs for NCO's in CMF OOE but the key jobs that impact directly on recruiting production are the three mentioned above. Those duties must be thoroughly understood by the District Recruiting Command (DRC) Sergeant Major who in turn should be able to evaluate problem areas and make corrections or adjustments when necessary to improve performances. I also firmly believe that the DRC Sergeant Major has a responsibility for training and assisting new assistant area commanders, area commanders and even DRC commanders. The DRC Sergeant Major is more important in the DRC than the command sergeant major is in a battalion because in many cases he is the continuity of operation necessary to survive when the entire command echelon may be new. A new lieutenant colonel battalion commander has many years experience in a battalion prior to assumption of command--not true in a DRC. He, therefore, needs assistance from a qualified, highly motivated SGM, at least initially.

More importantly the new commander needs to know exactly what duties the SGM performs because they are different from CSM duties in a battalion. As the key trainer the DRC SGM has a direct influence on the amount and type of formal training/instruction given to his NCO's. His interest, attitude and physical presence at training sessions directly influences the quality of training and its acceptance by his command. Seldom are officers involved in recruiter training. The SGM is, therefore, the highest authority for training at the DRC level.

II. DEFINITIONS OF TERMS

AAC	Assistant Area Commander. An E-8 position for CMF 00E. Principal duties are supervising up to 10 recruiting stations. Geographic area varies from one portion of a large city to over 100,000 square miles in western states.
AC	Area Commander. An O-3 position. Principal duties are command and administration of the recruiting area. There are over 250 such areas in the continental US. Captains selected as an AC have commanded successfully at the company level and are career course graduates.
CONVERSION DATA	A summary sheet by month for each recruiter showing appointments scheduled, conducted, entrance tests given, physical exams given, contracts signed. (Inclosure 2)
DAILY PLANNING GUIDE	A loose leaf appointment calendar used by recruiters to plan daily activities for approval by the station commander.
DRC	District Recruiting Command. An O-5 command. Principal duties are to conduct recruiting activities in that area. There are 56 DRC in the continental US, each has from three to seven areas, each area is commanded with a captain. District Commanders are nearly all former battalion commanders.
FIELD FORCE	Recruiters and their immediate supervisors.
GUIDANCE COUNSELOR	An NCO in the District Recruiting Command headquarters whose function is the placement (contracting) of applicants based upon physical and mental qualifications and the needs of the Army. The guidance counselor--not the recruiter--makes specific promises as to assignments, schools, bonuses, etc.
HIGH SCHOOL LISTS	An alphabetical list of high school students showing addresses and phone numbers used for initial contacts by recruiters from all services.
MISSION BOX	A matrix for categories and types of applicants needed by the Army and assigned to each recruiter on a monthly basis. (Inclosure 3)

PD TEAM	Professional Development Team. A special team of NCO's at DRC and Region level whose principal duties are to assist or train other trainers--principally station commanders. PD NCO's are normally selected on the basis of their demonstrated exceptional abilities as field recruiters and station commanders. The PD Team chief is an E-8.
PROCESSING LIST	A daily log of recruiter appointments with a tracking of each sequential event from appointment to contract. (Inclosure 4)
RAMS	Recruiting Area Management System. An administrative tracking of recruiting activities maintained by captains at area level.
RSMS	Recruiting Station Management System. The backbone of station level management of recruiter activities. Maintained by the station commander for each recruiter.
REGION	The echelon below USAREC and above District. There are five Regions in the continental US that control worldwide recruiting. Commanders are O-6 former brigade commanders. Regions vary in size depending upon location and have from 9 to 13 Districts.
STATION COMMANDER	An NCO responsible for the management and training of recruiters and administration connected with station operations. Normally an E-7 but can be an E-5 or E-6 depending upon location and availability of experienced senior NCO's.

III. CURRENT TRAINING PROGRAMS

Each service has its own program for training E-8's for duties as assistant area commanders. The common denominator among the services is that the skills considered essential for recruiting success are the same and can be put into two basic categories. First, all agree that a management bookkeeping system is essential. Records are maintained on recruiter activities on a daily basis to include use of high school lists, scheduling and follow-up of interviews, batting averages or success rates/ratios for each recruiter. Second, all services depend upon the E-7 and E-8 to evaluate procedures and techniques of phone contacts, conduct of interviews and other intangibles that relate to personal evaluations impacting directly upon the success of the recruiter. This is the area where evaluations are based upon personal ideas, individual bias and attitudes. In many instances evaluations of techniques are modified to fit the community in which the recruiter works. This is necessary and acceptable to all services. The problem is that among the three services there is no "Army Training Program," "Skill Qualification Test" or standardized training program to train the person who is tasked to analyze recruiting techniques and bring about changes when recruiting activities are not functioning properly. Also, none of the services have a specific training program to teach E-8's to identify, evaluate or correct deficiencies related to sales techniques.

All services do quite well in identifying highly motivated, suc-

cessful recruiters to fill E-8 supervisory positions but there is no guarantee that the person selected can impart that knowledge to another recruiter. In many cases, promotion to E-8 is based upon recruiting excellence and not on demonstrated potential to lead, motivate, evaluate recruiting procedures and correct deficiencies. The reason for this is simple. Most recruiters are never required to lead or motivate or to be responsible for anyone except themselves through grade E-6. Many recruiters may supervise two or less people through grade E-7. This is true of all services and not the fault of the individual. However, when a field recruiter or station commander becomes an assistant area commander his duties change from recruiting to training and motivating other recruiters. It would be logical to assume that knowing how tc train, how to evaluate recruiting techniques, and how to motivate less than successful recruiters would be beneficial to E-8 supervisors in all services. These areas are essential but again, no formal training program exists in the Army, Navy, or Air Force to train E-8 supervisors. The Navy has a modular training program for training station commanders and for use in supplemental training which is discussed below.

The Navy course is divided into seven learning units or modules. Each module is composed of one or more blocks.

The course is designed so that the trainer may select only those blocks or modules needed for specific training requirements. Those modules that must be taught in their entirety are clearly marked. All other modules can be pieced together to create a specific type of curriculum.

The basic format of each module consists of a pre-session assessment, instructional material (containing associated audio-

visuals), application (role playing, workshops, case studies, etc.) and a post-session assessment.

Prior to attending each session, participants should complete a pre-session assessment. This assessment is designed not only as a test, but primarily as a learning experience. All assigned readings must be completed and brought to class.

At the learning session, the lessons are presented in accordance with the instructions provided. The appropriate applications are used to highlight and demonstrate the concepts learned.

There may be more applications materials in a given block than can be covered in a single session. By having an assortment of activities in each block, the group and the trainer may decide to spend additional time on particular topics or conserve material to be used as a refresher at a later date.

SPECIFIC MODULE DESCRIPTIONS

MODULE 1: MANAGING THE RECRUITING OFFICE. During this module, the participant will learn about the Station Commander's basic responsibilities concerning security and information safeguards. Also covered are the common reports, types of correspondence and logs which the Station Commander must use or generate as part of the job.

The blocks in this module are:

a. Security requirements (including vehicle security)

b. Common reports, correspondence and logs

c. The production chain of command

d. Displaying a proper (Navy) image

MODULE 2: EFFECTIVE PERSONNEL SUPERVISION. This module of instruction deals with the Station Commander's supervision and manage-

ment of the recruiters assigned to him. This module also includes a workshop on effective counseling techniques and is not composed of separate blocks. Rather, it is designed (and recommended) to be taught in its entirety.

MODULE 3: PLANNED PROSPECTING. A review of basic prospecting methods is the primer for this module. Then, there is an indepth study of the five points concerned with planning effective prospecting activity. Emphasis is placed on "using all the tools in the tool box." Participants will have the opportunity to develop their own prospecting plans.

The blocks in this module are:

a. Making appointment by phone, PDC and referral methods
b. Conducting waiver and attrition analysis
*c. Interpreting and constructing a SMART Board
d. Developing effective itineraries
e. Cultivating and using Centers of Influence
f. Operation and maintenance of the S/P Card System
g. Developing a prospecting plan

*Note: The blocks on interpreting and constructing a SMART Board are independent of one another. SMART Board construction is an optional lesson and may be deleted if desired, without effecting the Interpret a SMART Board lesson.

MODULE 4: SALES TECHNIQUES. This module is designed as a review of the basic sales techniques. Participants must also demonstrate their sales abilities.

The blocks in this module are:

a. Pre-approach blueprinting techniques

b. Establishing the dominant buying motive

c. Arousing curiosity

d. Applying units of conviction

e. Handling objections

f. Creating desire

g. Closing the sale

MODULE 5: MANAGING TIME This module will provide the participants with a knowledge of Time Management tools and ideas of areas to investigate in order to improve time utilization. The participants have the opportunity to apply what they have learned in this module.

The blocks in this module are:

a. How time is being utilized now (home/work)

b. How to schedule your time

c. Activities which waste or save time

d. The relationship between job delegation and time utilization

e. The importance and application of planning time

MODULE 6: PRE-ENLISTMENT KIT PREPARATION. During this module, the participants demonstrate their proficiency in using the recruiting manual to prepare and quality control various types of pre-enlistment kits.

The blocks in this module are:

a. Review of basic enlistment eligibility requirements

b. Identification of waiver requirements

c. Preparing standard enlistment kits

d. Preparing waiver enlistment kits

e. Preparing prior service enlistment kits

f. Quality controlling pre-enlistment kits

MODULE 7: TRAINING. This module deals with the purpose and scope

of the Recruiter Qualification Standards (RQS) as well as the development of training plans. The participants are given the opportunity to apply the concepts learned in a workshop by actually drafting a training plan tailored to their local needs.

The blocks in this module are:

a. Recruiter Qualification Standards (RQS)

b. Training plan development

Army and Air Force programs are similar in that training for specific NCO's in recruiting are set up along locally established guidelines. Emphasis is placed on subjects considered important at the local level with some "mandatory" training directed by higher headquarters. Most of these training programs are very well run and are received with high esteem. They follow closely the spirit of the Navy modular program except that greater latitude is taken in the selection of courses and the amount of time spent on each. At *Inclosures* 5 thru 1Ø are typical Region level class schedules for Army training programs for station commanders through sergeant major.

IV. TRAINING OPINIONS

This section contains opinions and observations about training and supervision by respondents from the survey at Inclosure 1 and my personal ideas based upon experience as a DRC commander and deputy Region commander. It is interesting to note that the experience of the current generation of recruiting supervisors don't fit any common matrix of rank and experience that would be considered ideal for proper "on the job" exposure and experience. Following are survey data some of which has had added emphasis or clarification by the author.

1. Of 246 respondents only six were female. Returns from Regions ranged from 65% to 80%.

2. Thirty-six percent of the respondents attended the recruiting basic course as E-7's. In many cases E-7's were forced into supervisory positions because of their grade and missed the opportunity to be a field recruiter under the supervision of a well qualified and experienced station commander.

3. The CMF from which this group entered recruiting were evenly distributed among combat, combat support, and combat service support branches. There is nothing in this survey to support a belief that prior experience in a particular type MOS (i.e. combat) enhances success as a field recruiter.

4. Only 56% have attended the NCO advanced course; another 26% have attended the station commanders course. It is my belief that

these two courses equate in terms of preparation for assumption of duties as AAC. If true, the formal training of this group is at an acceptable level.

5. As I stated earlier, I believe that the ideal career pattern for an NCO in CMF OOE is to be a field recruiter, station commander and assistant area commander. In this group 20% have never been station commanders; 4% have never been field recruiters; another 7% have less than one year's experience as a field recruiter. The group not having experience as field recruiters are either females who were WAC counselors as E-7's several years ago or males who became recruiters as senior E-7's and missed the opportunity to become field recruiters because their seniority may have placed them in command of a recruiting station. These people are exceptions which proves that specific career patterns are not required for success in CMF OOE.

6. The processing list in the Recruiting Station Management System (RSMS) was identified by 77% of the field force as being the most important part of RSMS. I agree. Another 18% (mostly E-7(P)) believe that conversion data is the most important. The two forms tie together in that conversion data is a summary of the processing list. The key point here is that over 95% of the users agree on the bookkeeping procedures even though they enter the system at different places.

7. One echelon above the station (RSMS) level is a Recruiting Area Management System (RAMS) which is used by E-8's and captains. While 39% agree that the RAMS is very useful or somewhat useful, another 53% believe it is useful but needs modification. Ninety-one percent of the entire group believe that the paperwork at area level is excessive and point at the RAMS as an administrative burden.

8. Professional Development (PD) teams are considered well

qualified by only 46% of the field force. Another 46% consider them to be weak in some areas. When this question was asked another way the responses indicate that strong areas are recruiting basics (55%) and administration (23%) and weak areas are leadership/motivation (46%) and administration (30%). This appraisal is worthy of note. Recruiters appear to be comfortable with the tangible things and uncomfortable about the intangible. The RSMS caused a great deal of unnecessary strain and pain when first introduced and unfortunately consumed too much time for some station commanders. This may have detracted from leadership, motivation, assessment of problems, and evaluation of recruiting techniques. As new assistant area commanders, 78% listed interaction with station commanders and recruiters as their MOST important task and one that needed some improvement.

9. It is my firm belief that if a recruiter conducts one recruiter generated face-to-face sales presentation each day with a high school graduate or senior, that recruiter will be successful. In this survey, 75% agree. There are special circumstances in some parts of the country that don't support this philosophy but the fact is that daily recruiter generated apppointments are measurable on a daily basis. Failure by the recruiter to keep or convert appointments is a signal to his supervisor that assistance is needed--again this is a scientific measurement of this "intangible" area. Signals show up daily in the processing list that has the support of 77% of the field force. Only 48% of the recruiters schedule more than 15 recruiter generated appointments each month. This indicates a lack of supervision or follow up by the station commander or improper activities by more than half of the field recruiters.

10. The methods recommended for training assistant area commanders fell into two major categories--18% recommend individual training, another 61% recommend individual training with some small group training depending upon the subject. The group unanimously indicated that NCO's should provide the training as opposed to officers.

11. The survey showed that over 40% of the DRC sergeants major do NOT provide individual training. In my opinion this is the most critical pinpoint indictment in this survey. I believe that direct one-on-one training and assistance by the sergeant major is an essential part of his duties. This could account for the perceived shortfall in the ability to lead, motivate and analyze problem areas. The bottom line is that 75% of the field force believes that assistant area commanders should be trained at least in part individually and 40% of the principal trainers don't train. Only half of those who do receive training from the SGM consider it useful. On the other hand 92% believe that their SGM is very accessible. This may mean that the E-8's and E-9's talk but not about recruiting. When responses of E-9's are stripped out of the survey results the percentage of responses indicating that no training is done by E-9's increases by another 10%. In other words E-9's think they are training their E-8's but half of the E-8's say they never receive training from their DRC SGM.

12. Below is an abbreviated summary of responses to suggested subject areas for E-8 training. Responses were scaled from 1 (unnecessary) to 9 (essential). For this summary only responses indicating very important and essential are shown. A complete summary of all responses by Region is at Inclosure 1.

	ESSENTIAL	VERY IMPORTANT
The noncommissioned officer	58.8	22.7
The enlisted evaluation system	40.8	39.5
Recruiting Area Management System	31.3	31.1
Recruiter incentive awards programs	27.0	40.2
Boards	25.3	35.9
Evaluation of telephone techniques	35.7	46.3
Evaluation of interview techniques	40.6	44.7
Identification of recruiter training needs	58.6	36.0
Preparation and conduct of recruiter training	55.3	38.9
Enlisted standards	37.6	42.1
Recruiter ethics	63.8	23.4
Recruiting Station Management System	57.4	37.2
Evaluation of enlistment packets	20.9	58.1
Transitional training and evaluation	20.5	61.2
Effective communication	47.7	47.7
Personal performance counseling	43.2	52.2
Professional development responsibilities	15.9	61.3
USAR programs	29.5	50.0
Waiver evaluations	18.2	68.1
Talking to get results	38.6	54.5

	ESSENTIAL	VERY IMPORTANT
Negative and positive leadership traits	47.7	43.2
Veterans Educational Assistance Program (VEAP)	15.9	55.5
NCO/officer interaction	50.0	40.9
Motivation of subordinates	75.0	25.0

The summary above is useful in determining very strong interests in the "essential" category and tracks closely with areas identified earlier as "most useful" to assistant area commanders and/or areas of weakness on DRC professional development teams. The areas below were scored 6 or higher by the percentages of respondents shown at the right of each subject area.

Motivation of subordinates (75% scored this area as essential)	95%
Effective communication	95%
Recruiting Station Management	94%
Preparation and conduct of recruiter training	94%
Positive and negative leadership traits	90%
Evaluation of interview techniques	85%

The current field force supported, by a vote of 85-95%, the six subjects above as being essential to the training of AAC. The same group, by a 61% vote indicated that they prefer individual training to supplement classroom training.

V. CONCLUSIONS

1. Based upon the attached survey and personal experience, I would conclude that the basic format of the current station commanders course would be appropriate for assistant area commanders training. Added emphasis should be placed on individual leadership, motivation, evaluations of interview techniques, assessment of training requirements and other subject areas that relate directly to personal judgements by first and second echelon supervisors. Emphasis to a lesser degree would be on RSMS, packet preparation and other administrative matters. My reason for de-emphasis on administration is that NCO's selected for promotion to E-8 should be thoroughly familiar *administration and* require only refresher training.

2. This survey does not indicate that any drastic changes should be made to the current training program until the systems now in place are properly used by everyone, especially individual training and counseling. There are several layers of commanders and supervisors in a DRC that could be eliminated provided those remaining were functional. A DRC commander should look over his entire organization and try to identify his best qualified, most knowledgeable and proficient recruiter. If the person he selects is not his sergeant major, he has a problem. The SGM is not one of the echelons that is expendable. Assuming that the best recruiter in each DRC is the incumbent SGM, the total command is operating at 60% efficiency with regard to E-9/E-8

training interface. The survey shows that 40% of the SGM do not provide one-to-one training/assistance to their assistant area commanders. If the same survey were run in the DRC headquarters it might also show the same neglect applies to guidance counselors, operations, and other key staff agencies. The same 40% who neglect their area NCO's probably neglect the training of new DRC Commanders and Area Commanders.

3. As recruiters are trained on the job, they need proper supervision, counseling and administration by station commanders and assistant area commanders. The entire chain of command should check these activities to ensure that assistance is given where required. Station commanders should physically handle each recruiter's daily planning guide on a daily basis and approve the activities each recruiter plans to accomplish. The following day, the station commander should check what was and what was not accomplished and try to correct errors or provide assistance. Entries in the RSMS are station commander duties but training of new recruiters in the RSMS should take place. Guidance to the recruiter from the station commander must be simple, easily understood and checked by the next two echelons of command on a regular basis. If these things were done, there would be an abundance of counseling in the normal execution of active supervision. The hard part in all of this is to state on the SEER that the station commander is or is not proficient in his duties including counseling, leadership, and training of subordinates. A new area commander (Captain) normally is not qualified to judge counseling abilities of their E-8's and the most knowledgeable recruiter in the command (SGM) isn't in the rating chain. If judgement calls are to be made by Captains as to E-8 duties the Captains must be trained in those duties or assisted by the SGM or both.

4. Back to recruiter guidance. The survey shows that 75% of

the respondents agree that a recruiter would be successful if he conducted one face-to-face sales presentation each day with a high school graduate or senior. As stated earlier, only 48% conduct more than 15 appointments each month. (This is the basis for counseling, training and assistance that can be measured daily). Recruiters should be encouraged to do two other things--systematically refine high school lists and use the recruiting basic management system. The survey indicates that 79% of the current year senior names are available to the recruiters. Survival is possible with 60% if that group (list) is worked properly. Another technique for "group counseling" is through the use of new recruiter panels which are used in the east and mid-west and not so much in the west because of travel distances. These panels, when used, are normally chaired by the SGM and will have other key NCO's as members. The stated purpose is to evaluate new recruiter's progress especially those having problems. These panels are eye openers for many of the E-8 panel members because in some cases they see clearly that neglect is a primary cause of new recruiter failure. The discussion during and after the panel is counseling and training assessment in the truest sense and does as much good for the panel members as the respondent. These panels could be used on a selective basis in DRC that have high densities of new assistant area commanders or new recruiters who are unsuccessful. These panels also force the SGM to become directly involved in training procedures as seen by the recruiters and hear the recommendations by his AAC.

5. Professional development teams, according to this survey, appear to be well qualified in administrative matters and not so well qualified in leadership and motivation. Ideally, PD members should be

selected from well qualified successful field recruiters and successful station commanders. Realistically, this isn't always possible. Regardless of the background of the current PD NCO's, they are believed to be fairly well qualified in areas except motivation and leadership.

6. From personal experience, I agree with the thrust of this survey regarding the lack of supervision by some senior NCO's. I have seen recruiting areas that were <u>never</u> visited by DRC sergeants major during their entire tenure. I have also observed stations that had no more than one two-hour visit by the AAC in four months. There are numerous instances where supervision of recruiters by station commanders was non-existent even though the two shared the same office. The problem for DRC commanders is to try to identify incompetent station commanders through his chain of command and ensure they are not promoted to E-8 and E-9.

VI. RECOMMENDATIONS

1. Stress at commanders orientation courses the duties of assistant area commanders and sergeants major to include counseling and training of AAC by the SGM and training of station commanders by the AAC.

2. Encourage the commanders at DRC and Area to get feedback from training and supervision by key NCO's and require the SGM and AAC to make appraisals as to what should be done and how to do it.

3. Plan the integration of training evaluation, motivation, and counseling after the two above recommendations are implemented. Integration should be superimposed over existing routine functions such as area or station visits.

4. Encourage leaders to use the chain of command to make corrections. Stated more clearly, use everyone in the chain of command between yourself and the recruiter when problems are discovered.

5. Charge leaders and supervisors to do their own jobs and be prepared to discuss outcomes with their immediate supervisors. (This may require some people to find out exactly what their duties are).

6. Be positive and be specific in leadership and motivation training. (Define the problem and then determine the necessary actions to resolve it.)

7. Require written performance appraisals in areas where problems exist but ensure that positive comments are made where appro-

priate. Then, use the performance appraisals to follow up on training, supervision or other assistance.

8. Make the DRC SGM responsible for the training and operation of the DRC PD team and make the SGM the rater of the PD team chief unless special permission is given to do otherwise.

9. Run this survey again in about one year and in two different versions--one for E-8's and E-9's--one for field recruiters. Make the survey mandatory but anonymous in both cases. Breakout recruiter responses by DRC and Region and follow the same breakout (Region and USAREC) for E-8's and E-9's.

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 001 BY 005

001	COUNT / COL PCT	005 NORTHEAST	SOUTHEAST	MIDWEST	SOUTHWEST	WEST	ROW TOTAL
		1	2	3	4	5	
1 MALE		48	50	57	42	42	239
		100.0	100.0	96.6	95.5	95.5	97.6
2 FEMALE		0	0	2	2	2	6
		0.	0.	3.4	4.5	4.5	2.4
COLUMN TOTAL		48	50	59	44	44	245
		19.6	20.4	24.1	18.0	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 2

1. Sex?
   1 Male
   2 Female

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
002 BY 005
* *

		005					
	COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
002							
	1	8	2	8	5	9	32
E-7		17.8	4.1	13.6	11.9	20.5	13.4
	2	1	5	5	1	2	14
E-7 "P"		2.2	10.2	8.5	2.4	4.5	5.9
	3	31	30	39	29	27	156
E-8		68.9	61.2	66.1	69.0	61.4	65.3
	4	5	12	7	7	6	37
E-9		11.1	24.5	11.9	16.7	13.6	15.5
	COLUMN TOTAL	45	49	59	42	44	239
		18.8	20.5	24.7	17.6	18.4	100.0

NUMBER OF MISSING OBSERVATIONS = 8

2. Grade?
   1 E-7
   2 E-7 (P)
   3 E-8
   4 E-9

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

B * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q03 BY Q05
B * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOPS OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q04 BY Q05
* *

Q04	COUNT / COL PCT	Q05 NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
COMBAT ARMS	1	20	19	20	10	20	89
		41.7	38.8	34.5	24.4	46.5	37.2
COMBAT SUPPORT	2	10	13	18	14	10	65
		20.8	26.5	31.0	34.1	23.3	27.2
COMBAT SERVICE S	3	18	17	20	17	13	85
		37.5	34.7	34.5	41.5	30.2	35.6
	COLUMN TOTAL	48	49	58	41	43	239
		20.1	20.5	24.3	17.2	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 8

4. What was your primary CMF just prior to becoming a OOE?
   1 Combat arms
   2 Combat support
   3 Combat service support

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q05 BY Q05

Q05	COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 NORTH EAST		48	0	0	0	0	48
		100.0	0.	0.	0.	0.	19.6
2 SOUTH EAST		0	50	0	0	0	50
		0.	100.0	0.	0.	0.	20.4
3 MIDWEST		0	0	59	0	0	59
		0.	0.	100.0	0.	0.	24.1
4 SOUTH WEST		0	0	0	44	0	44
		0.	0.	0.	100.0	0.	18.0
5 WEST		0	0	0	0	44	44
		0.	0.	0.	0.	100.0	18.0
COLUMN TOTAL		48	50	59	44	44	245
		19.6	20.4	24.1	18.0	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 2

5. To which Recruiting Region are you assigned?
   1 Northeast
   2 Southeast
   3 Midwest
   4 Southwest
   5 West

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q06 BY Q05
* *

Q06	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		0	0	0	1	2	3
LESS THAN 3 YEAR		0.	0.	0.	2.3	4.7	1.2
2		5	2	7	4	5	23
3 - 5 YEARS		10.6	4.0	11.9	9.1	11.6	9.5
3		5	6	9	3	6	29
6 - 8 YEARS		10.6	12.0	15.3	6.8	14.0	11.9
4		37	42	43	36	30	188
MORE THAN 8 YRS		78.7	84.0	72.9	81.8	69.8	77.4
COLUMN TOTAL		47	50	59	44	43	243
		19.3	20.6	24.3	18.1	17.7	100.0

NUMBER OF MISSING OBSERVATIONS = 4

6. How long have you been assigned to CMF 00E?
   1 Less than 3 years
   2 3-5 years
   3 6-8 years
   4 More than 8 years

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

C R O S S T A B U L A T I O N O F Q07 BY Q05

Q07	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 BASIC REC COURSE		2 / 4.3	2 / 4.0	1 / 1.7	2 / 4.5	2 / 4.5	9 / 3.7
2 ST. CO-G.C. COUR		9 / 19.1	12 / 24.0	13 / 22.0	15 / 34.1	16 / 36.4	65 / 26.6
3 PD COURSE		5 / 10.6	7 / 14.0	12 / 20.3	7 / 15.9	3 / 6.8	34 / 13.9
4 ADVANCE REC COUR		31 / 66.0	29 / 58.0	33 / 55.9	20 / 45.5	23 / 52.3	136 / 55.7
COLUMN TOTAL		47 / 19.3	50 / 20.5	59 / 24.2	44 / 18.0	44 / 18.0	244 / 100.0

NUMBER OF MISSING OBSERVATIONS = 3

7. What is your highest level of military education in CMF 00E? (Assume that the courses are listed in order from low to high)
   1 Basic Recruiting Course
   2 Station Commander/Guidance Counselor Course
   3 Professional Development Course
   4 Advanced Recruiting Course

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

B * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
008 BY 005
B * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 009 BY 005

009	COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		1	1	2	3	2	9
NEVER		2.1	2.0	3.4	6.8	4.5	3.7
2		1	5	4	4	4	18
LESS THAN 1 YEAR		2.1	10.0	6.8	9.1	9.1	7.3
3		10	6	14	8	8	46
1 - 2 YEARS		20.8	12.0	23.7	18.2	18.2	18.8
4		36	38	39	29	30	172
MORE THAN 2 YEAR		75.0	76.0	66.1	65.9	68.2	70.2
	COLUMN TOTAL	48 19.6	50 20.4	59 24.1	44 18.0	44 18.0	245 100.0

NUMBER OF MISSING OBSERVATIONS = 2

9. How long were you an <u>on-production</u> field recruiter?
   1 I have never been on production as a field recruiter
   2 Less than one year
   3 1-2 years
   4 More than 2 years

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q10 BY Q05

Q10	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		9	15	9	12	9	54
NEVER		19.1	30.0	15.8	27.3	20.9	22.4
2		8	3	6	4	1	22
LESS THAN 1 YEAR		17.0	6.0	10.5	9.1	2.3	9.1
3		16	15	18	15	18	82
1 - 2 YEARS		34.0	30.0	31.6	34.1	41.9	34.0
4		14	17	24	13	15	83
MORE THAN 2 YEAR		29.8	34.0	42.1	29.5	34.9	34.4
COLUMN TOTAL		47 19.5	50 20.7	57 23.7	44 18.3	43 17.8	241 100.0

NUMBER OF MISSING OBSERVATIONS = 6

10. How long were you a not-on-production (NOP) station commander?
    1 I have never been a NOP station commander
    2 Less than 1 year
    3 1-2 years
    4 More than 2 years

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q11 BY Q05

Q11	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 PROCESSING LIST		36	36	46	38	32	188
		76.6	72.0	79.3	86.4	72.7	77.4
2 CONVERSION DATA		10	11	9	6	9	45
		21.3	22.0	15.5	13.6	20.5	18.5
3 SCHOOLS INFORMAT		0	1	2	0	1	4
		0.	2.0	3.4	0.	2.3	1.6
4 NONE OF THE ABOV		1	2	1	0	2	6
		2.1	4.0	1.7	0.	4.5	2.5
COLUMN TOTAL		47	50	58	44	44	243
		19.3	20.6	23.9	18.1	18.1	100.0

NUMBER OF MISSING OBSERVATIONS = 4

11. What part of the Recruiting Station Management System (RSMS) do you believe is most useful to you as a supervisor?
    1 Processing list
    2 Conversion data
    3 Schools information
    4 None of the above

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q12 BY Q05

Q12	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 VERY USEFUL		12 / 25.5	9 / 18.0	9 / 15.3	8 / 18.2	7 / 15.9	45 / 18.4
2 SOMEWHAT USEFUL		8 / 17.0	10 / 20.0	13 / 22.0	11 / 25.0	9 / 20.5	51 / 20.9
3 NOT USEFUL		3 / 6.4	4 / 8.0	3 / 5.1	4 / 9.1	5 / 11.4	19 / 7.8
4 USEFUL-MODIFICAT		24 / 51.1	27 / 54.0	34 / 57.6	21 / 47.7	23 / 52.3	129 / 52.9
COLUMN TOTAL		47 / 19.3	50 / 20.5	59 / 24.2	44 / 18.0	44 / 18.0	244 / 100.0

NUMBER OF MISSING OBSERVATIONS = 3

12. To what extent do you believe that the Recruiting Area Management System (RAMS) is useful?
    1 Very useful
    2 Somewhat useful
    3 Not useful
    4 Useful but needs modification

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

* CROSSTABULATION OF * *
Q13 BY Q05
* *

Q13	COUNT / COL PCT	Q05 NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
YES	1	16	10	14	3	4	47
		34.8	20.0	23.7	7.0	9.3	19.5
NO	2	27	35	43	37	33	175
		58.7	70.0	72.9	86.0	76.7	72.6
I DON'T KNOW	3	3	5	2	3	6	19
		6.5	10.0	3.4	7.0	14.0	7.9
	COLUMN TOTAL	46	50	59	43	43	241
		19.1	20.7	24.5	17.8	17.8	100.0

NUMBER OF MISSING OBSERVATIONS = 6

13. Does your DRC conduct new recruiter panels to evaluate the progress and performance of new recruiters? (When used, these panels are normally chaired by the SGM and may have other key NCO representation)
    1 Yes
    2 No
    3 I don't know

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

** CROSSTABULATION OF Q14 BY Q05 **

Q14	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 WELL QUALIFIED		22	29	30	18	13	112
		46.8	58.0	50.8	41.9	29.5	46.1
2 GOOD SOME-WEEK O		18	11	17	11	13	70
		38.3	22.0	28.8	25.6	29.5	28.8
3 LITTLE WEAK OVER		6	6	9	10	11	42
		12.8	12.0	15.3	23.3	25.0	17.3
4 DON'T HAVE OPINI		1	4	3	4	7	19
		2.1	8.0	5.1	9.3	15.9	7.8
COLUMN TOTAL		47	50	59	43	44	243
		19.3	20.6	24.3	17.7	18.1	100.0

NUMBER OF MISSING OBSERVATIONS = 4

14 Do you consider your DRC PD team to be
- 1 Well qualified
- 2 Good in some areas but weak in others
- 3 A little weak overall
- 4 I don't have an opinion

TRAINING EXPERIENCE OF SENIOR NCO"S OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q15 BY Q05
* *

Q15	COUNT / COL PCT	Q05 NORTH EAST (1)	SOUTH EAST (2)	MIDWEST (3)	SOUTH WEST (4)	WEST (5)	ROW TOTAL
SHOULD BE CONSID	1	19	12	21	14	16	82
		39.6	24.0	35.6	31.8	36.4	33.5
NOT A CONSIDERAT	2	5	11	8	4	5	33
		10.4	22.0	13.6	9.1	11.4	13.5
SLIGHT DIFFERENC	3	23	26	29	26	23	127
		47.9	52.0	49.2	59.1	52.3	51.8
I DON'T KNOW	4	1	1	1	0	0	3
		2.1	2.0	1.7	0.	0.	1.2
	COLUMN TOTAL	48	50	59	44	44	245
		19.6	20.4	24.1	18.0	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 2

15. Do you believe that geography should play an important role in the training of recruiters within your Region? In other words, does a recruiter in California need different training than one in Arizona? Kentucky v.s. Florida? Iowa v.s. Ohio? etc. etc.
    1 Yes, geography should be considered in recruiter training
    2 No, geography is not a consideration
    3 Geography may dictate some slight differences in training needs
    4 I don't know

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q16 BY Q05

Q16	COUNT / COL PCT	Q05 1 NORTHEAST	2 SOUTHEAST	3 MIDWEST	4 SOUTHWEST	5 WEST	ROW TOTAL
1 RECRUITING BASIC		25	28	35	22	23	133
		52.1	56.0	60.3	51.2	54.8	55.2
2 ADMINISTRATION		10	7	14	11	12	54
		20.8	14.0	24.1	25.6	28.6	22.4
3 LDRSHIP & MOTIVA		8	11	4	5	0	28
		16.7	22.0	6.9	11.6	0.	11.6
4 CAN NOT EVALUATE		5	4	5	5	7	26
		10.4	8.0	8.6	11.6	16.7	10.8
COLUMN TOTAL		48	50	58	43	42	241
		19.9	20.7	24.1	17.8	17.4	100.0

NUMBER OF MISSING OBSERVATIONS = 6

16. What is your PD team's strongest area? (DRC PD Team)
    1 Recruiting basics (interview, telephoning, presentations, etc)
    2 Administration
    3 Leadership and motivation
    4 I am not qualified to evaluate the PD team

TRAINING EXPERIENCE OF SENIOR NCOMS ODE

FILE NONAME (CREATION DATE = 02-17-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF **
Q16 DRC PD TEAM'S STRONGEST AREA BY Q14 EVALU
* *

Q16	Q14 COUNT / COL PCT	1 WELL QUALIFIED	2 GOOD SOME WEAK	3 LITTLE WEAK OVER	4 DON'T HAVE OPINI	ROW TOTAL
1 RECRUITING BASIC	1	78	36	13	6	133
		70.3	51.4	31.0	31.6	55.0
2 ADMINISTRATION	2	8	20	22	6	56
		7.2	28.6	52.4	26.3	23.1
3 LEADSHIP & MOTIVA	3	20	7	1	0	28
		18.0	10.0	2.4	0.	11.6
4 CAN NOT EVALUATE	4	5	7	6	8	26
		4.5	10.0	14.3	42.1	10.7
COLUMN TOTAL		111	70	42	19	242
		45.9	28.9	17.4	7.9	100.0

NUMBER OF MISSING OBSERVATIONS = 5

SPECIAL COMPARISON

14 Do you consider your DRC PD team to be
- 1 Well qualified
- 2 Good in some areas but weak in others
- 3 A little weak overall
- 4 I don't have an opinion

16. What is your PD team's strongest area? (DRC PD Team)
- 1 Recruiting basics (interview, telephoning, presentations, etc)
- 2 Administration
- 3 Leadership and motivation
- 4 I am not qualified to evaluate the PD team

TRAINING EXPERIENCE OF SENIOR NCOMS ODE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q17 BY Q05
* *

Q17	Q05 COUNT / COL PCT	1 NORTHEAST	2 SOUTHEAST	3 MIDWEST	4 SOUTHWEST	5 WEST	ROW TOTAL
1		2	5	3	4	4	18
RECRUITING BASIC		4.3	11.1	5.3	9.3	9.5	7.7
2		16	19	17	12	7	71
ADMINISTRATION		34.8	42.2	29.8	27.9	16.7	30.5
3		22	13	27	21	22	105
LDRSHIP & MOTIVA		47.8	28.9	47.4	48.8	52.4	45.1
4		6	8	10	6	9	39
CAN NOT EVALUATE		13.0	17.8	17.5	14.0	21.4	16.7
COLUMN TOTAL		46	45	57	43	42	233
		19.7	19.3	24.5	18.5	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 14

17. Using the responses in question 16, what is your DRC PD team's <u>weakest</u> area?

TRAI·ING EXPERIENCE OF SENIOR N-O"S OOE

FILE NONAME (CREATION DATE = 02-17-82)

* CROSSTABULATION OF *
Q17 DRC PD TEAM'S WEAKEST AREA BY Q14 EVALU
* *

Q17	Q14 COUNT / COL PCT	1 WELL QUALIFIES	2 GOOD SOME WEAK O	3 LITTLE W EAK OVER	4 DON'T HA VE OPINI	ROW TOTAL
1		6	7	4	1	18
RECRUITING BASIC		5.7	10.3	9.8	5.3	7.7
2		48	15	5	2	70
ADMINISTRATION		45.7	22.1	12.2	10.5	30.0
3		31	39	28	8	106
LDRSHIP & MOTIVA		29.5	57.4	68.3	42.1	45.5
4		20	7	4	8	39
CA NOT EVALUATE		19.0	10.3	9.8	42.1	16.7
COLUMN TOTAL		105	68	41	19	233
		45.1	29.2	17.6	8.2	100.0

NUMBER OF MISSING OBSERVATIONS = 14

SPECIAL COMPARISON

14 Do you consider your DRC PD team to be
- 1 Well qualified
- 2 Good in some areas but weak in others
- 3 A little weak overall
- 4 I don't have an opinion

17. What is your PD team's weakest area? (DRC PD Team)
- 1 Recruiting basics (interview, telephoning, presentations, etc)
- 2 Administration
- 3 Leadership and motivation
- 4 I am not qualified to evaluate the PD team

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q18 BY Q05

Q18	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 YES	1	36	33	47	30	27	173
		78.3	68.8	81.0	73.2	71.1	74.9
2 NO	2	9	14	10	8	8	49
		19.6	29.2	17.2	19.5	21.1	21.2
3 I DON'T KNOW	3	1	1	1	3	3	9
		2.2	2.1	1.7	7.3	7.9	3.9
	COLUMN TOTAL	46	48	58	41	38	231
		19.9	20.8	25.1	17.7	16.5	100.0

NUMBER OF MISSING OBSERVATIONS = 16.

18. In your area (DRC for E-9's) would your average recruiters accomplish their recruiting objectives if they conducted at least one face-to face recruiter generated sales presentation each day with a high school graduate or senior?
    1 Yes
    2 No
    3 I don't know

TRAINING EXPERIENCE OF SENIOR NCO'S DOE

FILE NONAME (CREATION DATE = 02-16-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * * *
Q19 BY Q05
* *

Q19	Q05 COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		24	24	25	20	18	111
PRESSURE FOR MIS		51.1	49.0	43.1	45.5	42.9	46.3
2		0	0	0	0	1	1
PRESSURE FROM PE		0.	0.	0.	0.	2.4	0.4
3		4	6	9	9	7	35
SUSTAIN HIGH LEV		8.5	12.2	15.5	20.5	16.7	14.6
4		10	8	11	10	8	47
LACK OF SUPERVIS		21.3	16.3	19.0	22.7	19.0	19.6
5		2	2	5	4	4	17
LACK OF TRAINING		4.3	4.1	8.6	9.1	9.5	7.1
6		7	9	8	1	4	29
NONE OF THE ABOV		14.9	18.4	13.8	2.3	9.5	12.1
COLUMN TOTAL		47	49	58	44	42	240
		19.6	20.4	24.2	18.3	17.5	100.0

NUMBER OF MISSING OBSERVATIONS = 7

19. In your opinion, what is the greatest cause or contributing factor to recruiter malpractice?
    1 Pressure to make mission
    2 Pressure from peers
    3 Pressure to sustain a high performance level
    4 Lack of supervision
    5 Lack of training
    6 None of the above

TRAINING EXPERIENCE OF SENIOR NCOs ODE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 020 BY 005

020	COUNT / COL PCT	005 NORTHEAST 1	SOUTHEAST 2	MIDWEST 3	SOUTHWEST 4	WEST 5	ROW TOTAL
1		35	36	53	39	33	196
TNG-SUPERVISION		72.9	75.0	89.8	88.6	75.0	80.7
2		1	5	2	0	0	8
TNG-SUPERVISION		2.1	10.4	3.4	0.	0.	3.3
3		1	1	0	0	0	2
ADMINISTRATION		2.1	2.1	0.	0.	0.	0.8
4		9	6	4	5	11	35
PRODUCTION MGT		18.8	12.5	6.8	11.4	25.0	14.4
5		2	0	0	0	0	2
NONE OF THE ABOV		4.2	0.	0.	0.	0.	0.8
COLUMN TOTAL		48 19.8	48 19.8	59 24.3	44 18.1	44 18.1	243 100.0

NUMBER OF MISSING OBSERVATIONS = 4

PART II Training and counseling

20. What aspect of Assistant Area Commander duties is most critical?
    1 Training/supervision of station commanders
    2 Training/supervision of recruiters
    3 Administration
    4 Production management
    5 None of the above

TRAINING EXPERIENCE OF SENIOR NCOPS 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
021 BY 005
* * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q22 BY Q05

Q22	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 NEVER	1	1 / 2.1	2 / 4.1	1 / 1.7	0 / 0.	2 / 4.5	6 / 2.5
2 SELDOM, IF EVER	2	2 / 4.2	0 / 0.	0 / 0.	0 / 0.	2 / 4.5	4 / 1.6
3 OCCATIONALLY	3	13 / 27.1	23 / 46.9	19 / 32.2	21 / 47.7	16 / 36.4	92 / 37.7
4 OFTEN	4	32 / 66.7	24 / 49.0	39 / 66.1	23 / 52.3	24 / 54.5	142 / 58.2
	COLUMN TOTAL	48 / 19.7	49 / 20.1	59 / 24.2	44 / 18.0	44 / 18.0	244 / 100.0

NUMBER OF MISSING OBSERVATIONS = 3

22. To what extent do you use individual counselingin daily activities?
    1 Never
    2 Seldom, if ever
    3 Occasionally
    4 Often

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF Q23 BY Q05 * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q24 BY Q05

Q24	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 YES, ALWAYS		5 / 10.4	8 / 16.3	7 / 12.1	3 / 6.8	5 / 11.6	28 / 11.6
2 MOST OF THE TIME		37 / 77.1	36 / 73.5	43 / 74.1	37 / 84.1	36 / 83.7	189 / 78.1
3 SOMETIMES		6 / 12.5	5 / 10.2	6 / 10.3	2 / 4.5	1 / 2.3	20 / 8.3
4 SELDOM		0 / 0.	0 / 0.	2 / 3.4	2 / 4.5	1 / 2.3	5 / 2.1
COLUMN TOTAL		48 / 19.8	49 / 20.2	58 / 24.0	44 / 18.2	43 / 17.8	242 / 100.0

NUMBER OF MISSING OBSERVATIONS = 5

24. Using the responses in question 23, do you follow your plans?

TRAINING EXPERIENCE OF SENIOR NCOPS OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q25 BY Q05
* *

Q25	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 YES	1	30	31	37	30	17	145
		62.5	63.3	62.7	68.2	38.6	59.4
2 SOMETIMES	2	9	10	9	5	15	48
		18.8	20.4	15.3	11.4	34.1	19.7
3 SELDOM	3	5	5	8	9	9	36
		10.4	10.2	13.6	20.5	20.5	14.8
4 NEVER	4	4	3	5	0	3	15
		8.3	6.1	8.5	0.	6.8	6.1
	COLUMN TOTAL	48	49	59	44	44	244
		19.7	20.1	24.2	18.[illegible]	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 3

25. Are you able to provide input to the Area or DRC policy making process on matters other than mission box assignment?
    1 Yes
    2 Sometimes
    3 Seldom
    4 Never

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 026 BY 005

026	005 NORTHEAST	SOUTHEAST	MIDWEST	SOUTHWEST	WEST	ROW TOTAL
1 NON REQUIRED	2	3	1	1	1	8
	4.2	6.0	1.7	2.3	2.3	3.3
2 IN SMALL GROUPS	7	7	13	8	4	39
	14.6	14.0	22.0	18.6	9.3	16.0
3 INDIVIDUAL OJT	9	7	8	10	10	44
	18.8	14.0	13.6	23.3	23.3	18.1
4 INDIVIDUALLY & G	30	32	35	24	28	149
	62.5	64.0	59.3	55.8	65.1	61.3
5 I'M NOT SURE	0	1	2	0	0	3
	0.	2.0	3.4	0.	0.	1.2
COLUMN TOTAL	48	50	59	43	43	243
	19.8	20.6	24.3	17.7	17.7	100.0

NUMBER OF MISSING OBSERVATIONS = 4

26. In your opinion, how should new AAC be trained?
    1 Special training for AAC is not required
    2 In small groups
    3 Individually on the job
    4 Both individually and in groups depending upon the subject
    5 I'm not sure

TRAINING EXPERIENCE OF SENIOR NCO"S OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q27 BY Q05

Q27	Q05 COUNT / COL PCT	1 NORTHEAST	2 SOUTHEAST	3 MIDWEST	4 SOUTHWEST	5 WEST	ROW TOTAL
1 NCO'S	1	31	23	31	29	27	141
		64.6	46.0	52.5	65.9	62.8	57.8
3 BOTH-MOSTLY OFFI	3	14	24	27	12	15	92
		29.2	48.0	45.8	27.3	34.9	37.7
4 NO TRAINING REQU	4	0	1	0	2	1	4
		0.	2.0	0.	4.5	2.3	1.6
5	5	3	2	1	1	0	7
		6.3	4.0	1.7	2.3	0.	2.9
COLUMN TOTAL		48	50	59	44	43	244
		19.7	20.5	24.2	18.0	17.6	100.0

NUMBER OF MISSING OBSERVATIONS = 3

27. Who should teach AAC skills?
    1 NCO's
    2 Officers
    3 NCO's and officers but mostly NCO's
    4 NCO's and officers but mostly officers
    5 Special training for AAC is not required

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* CROSSTABULATION OF Q28 BY Q05 * * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCO'S ODE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q29 BY Q05

Q29	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		2	7	7	3	4	23
WELL QUALIFIED		4.2	14.3	11.9	6.8	9.3	9.5
2		38	31	40	24	21	154
SOME IMPROVEMENT		79.2	63.3	67.8	54.5	48.8	63.4
3		0	1	1	0	2	4
GOOD IN NON-RECR		0.	2.0	1.7	0.	4.7	1.6
4		4	8	7	7	5	31
MODERATELY QUALI		8.3	16.3	11.9	15.9	11.6	12.8
5		4	2	4	10	11	31
WEAK OVERALL		8.3	4.1	6.8	22.7	25.6	12.8
COLUMN TOTAL		48	49	59	44	43	243
		19.8	20.2	24.3	18.1	17.7	100.0

NUMBER OF MISSING OBSERVATIONS = 4

29. Among all AAC that you have known, which most often describes their capabilities when they first assumed their AAC duties?
    1 Well qualified in all aspects
    2 Well qualified in recruiting but needed some improvement in counseling or interpersonal relationships
    3 Well qualified in areas other than recruiting basics
    4 Moderately qualified
    5 Weak in most aspects of AAC duties

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 030 BY 005

030	005 COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		4	3	2	3	0	12
UNNECESSARY		8.3	6.0	3.4	7.0	0.	4.9
2		0	0	0	0	2	2
VERY LITTLE		0.	0.	0.	0.	4.7	0.8
3		1	2	2	1	1	7
NOT REALLY IMPOR		2.1	4.0	3.4	2.3	2.3	2.9
4		2	1	1	0	3	7
SOME IMPORTANCE		4.2	2.0	1.7	0.	7.0	2.9
5		3	2	5	4	3	17
IMPORTANT		6.3	4.0	8.5	9.3	7.0	7.0
6		3	2	1	1	1	8
VERY IMPORTANT		6.3	4.0	1.7	2.3	2.3	3.3
7		5	3	8	4	4	24
HIGH SIGNIFICANC		10.4	6.0	13.6	9.3	9.3	9.9
8		2	3	6	5	7	23
ALMOST ESSENTIAL		4.2	6.0	10.2	11.6	16.3	9.5
9		28	34	34	25	22	143
ESSENTIAL		58.3	68.0	57.6	58.1	51.2	58.8
	COLUMN TOTAL	48	50	59	43	43	243
		19.8	20.6	24.3	17.7	17.7	100.0

NUMBER OF MISSING OBSERVATIONS = 4

PART III Senior NCO training in CMF OOE

All questions in this part of the questionnaire require a "scaled response" with values from 1 to 9. A rating of 9 indicates that you believe that the subject matter is essential in a senior OOE training program. A rating of 6 to 8 would indicate very important; 4 or 5 would be important; 2 or 3 would indicate not really important and a 1 rating would indicate the subject is unnecessary.

30. The noncommissioned officer; his authority and where it comes from.

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

* CROSSTABULATION OF * *
031 BY 005
* *

031 \ 005	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 UNNECESSARY	2 / 4.2	2 / 4.0	1 / 1.7	2 / 4.5	0 / 0.	7 / 2.9
2 VERY LITTLE	0 / 0.	0 / 0.	0 / 0.	0 / 0.	1 / 2.3	1 / 0.4
3 NOT REALLY IMPOR	1 / 2.1	0 / 0.	0 / 0.	1 / 2.3	1 / 2.3	3 / 1.2
4 SOME IMPORTANCE	2 / 4.2	4 / 8.0	1 / 1.7	1 / 2.3	3 / 6.8	11 / 4.5
5 IMPORTANT	7 / 14.6	4 / 8.0	8 / 13.6	4 / 9.1	3 / 6.8	26 / 10.6
6 VERY IMPORTANT	4 / 8.3	1 / 2.	8 / 13.6	3 / 6.8	2 / 4.5	18 / 7.3
7 HIGH SIGNIFICANC	6 / 12.5	10 / 20.0	5 / 8.5	11 / 25.0	6 / 13.6	38 / 15.5
8 ALMOST ESSENTIAL	6 / 12.5	6 / 12.0	9 / 15.3	4 / 9.1	16 / 36.4	41 / 16.7
9 ESSENTIAL	20 / 41.7	23 / 46.0	27 / 45.8	18 / 40.9	12 / 27.3	100 / 40.8
COLUMN TOTAL	48 / 19.6	50 / 20.4	59 / 24.1	44 / 18.0	44 / 18.0	245 / 100.0

NUMBER OF MISSING OBSERVATIONS = 2

31. <u>The enlisted evaluation system</u>; purpose, scope and procedures.

TRAINING EXPERIENCE OF SENIOR NCOMS OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * * *
032 BY Q05
* *

Q32	COUNT / COL PCT	Q05: NORTH EAST (1)	SOUTH EAST (2)	MIDWEST (3)	SOUTH WEST (4)	WEST (5)	ROW TOTAL
1 UNNECESSARY		0 0.	1 2.0	4 7.1	0 0.	1 2.3	6 2.5
2 VERY LITTLE		3 6.3	2 4.1	0 0.	2 4.7	3 6.8	10 4.2
3 NOT REALLY IMPOR		3 6.3	3 6.1	3 5.4	0 0.	1 2.3	10 4.2
4 SOME IMPORTANCE		6 12.5	4 8.2	7 12.5	3 7.0	4 9.1	24 10.0
5 IMPORTANT		6 12.5	10 20.4	4 7.1	5 11.6	8 18.2	33 13.8
6 VERY IMPORTANT		6 12.5	7 14.3	5 8.9	3 7.0	5 11.4	26 10.8
7 HIGH SIGNIFICANC		3 6.3	6 12.2	5 8.9	5 11.6	5 11.4	24 10.0
8 ALMOST ESSENTIAL		9 18.8	2 4.1	8 14.3	8 18.6	5 11.4	32 13.3
9 ESSENTIAL		12 25.0	14 28.6	20 35.7	17 39.5	12 27.3	75 31.3
	COLUMN TOTAL	48 20.0	49 20.4	56 23.3	43 17.9	44 18.3	240 100.0

NUMBER OF MISSING OBSERVATIONS = 7

32. Recruiting Area Management System.

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 033 BY 005

033	COUNT / COL PCT	005 NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
1 UNNECESSARY		0 / 0.0	2 / 4.0	1 / 1.7	2 / 4.5	3 / 6.8	8 / 3.3
2 VERY LITTLE		2 / 4.2	1 / 2.0	1 / 1.7	1 / 2.3	2 / 4.5	7 / 2.9
3 NOT REALLY IMPOR		3 / 6.3	2 / 4.0	3 / 5.2	2 / 4.5	1 / 2.3	11 / 4.5
4 SOME IMPORTANCE		2 / 4.2	8 / 16.0	6 / 10.3	2 / 4.5	4 / 9.1	22 / 9.0
5 IMPORTANT		3 / 6.3	7 / 14.0	6 / 10.3	8 / 18.2	8 / 18.2	32 / 13.1
6 VERY IMPORTANT		3 / 6.3	5 / 10.0	3 / 5.2	5 / 11.4	4 / 9.1	20 / 8.2
7 HIGH SIGNIFICANC		12 / 25.0	8 / 16.0	8 / 13.8	10 / 22.7	4 / 9.1	42 / 17.2
8 ALMOST ESSENTIAL		12 / 25.0	5 / 10.0	6 / 10.3	5 / 11.4	8 / 18.2	36 / 14.8
9 ESSENTIAL		11 / 22.9	12 / 24.0	24 / 41.4	9 / 20.5	10 / 22.7	66 / 27.0
COLUMN TOTAL		48 / 19.7	50 / 20.5	58 / 23.8	44 / 18.0	44 / 18.0	244 / 100.0

NUMBER OF MISSING OBSERVATIONS = 3

33. Recruiter incentive awards programs.

TRAINING EXPERIENCE OF SENIOR NCOPS OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q34 BY Q05

Q34	COUNT / COL PCT	Q05 NORTHEAST	SOUTHEAST	MIDWEST	SOUTHWEST	WEST	ROW TOTAL
		1	2	3	4	5	
1 UNNECESSARY	1	2	2	2	1	0	7
		4.2	4.0	3.4	2.3	0.	2.9
2 VERY LITTLE	2	0	4	3	3	3	13
		0.	8.0	5.1	6.8	6.8	5.3
3 NOT REALLY IMPOR	3	2	4	2	3	1	12
		4.2	8.0	3.4	6.8	2.3	4.9
4 SOME IMPORTANCE	4	3	5	3	9	5	25
		6.3	10.0	5.1	20.5	11.4	10.2
5 IMPORTANT	5	6	10	10	4	8	38
		12.5	20.0	16.9	9.1	18.2	15.5
6 VERY IMPORTANT	6	8	5	6	5	8	32
		16.7	10.0	10.2	11.4	18.2	13.1
7 HIGH SIGNIFICANC	7	5	4	8	5	6	28
		10.4	8.0	13.6	11.4	13.6	11.4
8 ALMOST ESSENTIAL	8	10	4	7	6	1	28
		20.8	8.0	11.9	13.6	2.3	11.4
9 ESSENTIAL	9	12	12	18	8	12	62
		25.0	24.0	30.5	18.2	27.3	25.3
COLUMN TOTAL		48	50	59	44	44	245
		19.6	20.4	24.1	18.0	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 2

34. Boards; promotion, reclassification, separation, selection, etc.

TRAINING EXPERIENCE OF SENIOR NCOMS OOE

FILE NONAME (CREATION DATE = 02-18-82)

* CROSSTABULATION OF * *
035 BY 005
* * * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOPS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 036 BY 005

036	005 COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		1	2	1	2	1	7
UNNECESSARY		2.1	4.0	1.7	4.5	2.3	2.9
2		1	0	3	0	0	4
VERY LITTLE		2.1	0.	5.1	0.	0.	1.6
3		0	0	1	0	1	2
NOT REALLY IMPOR		0.	0.	1.7	0.	2.3	0.8
4		2	2	4	1	2	11
SOME IMPORTANCE		4.3	4.0	6.8	2.3	4.5	4.5
5		3	2	4	1	2	12
IMPORTANT		6.4	4.0	6.8	2.3	4.5	4.9
6		6	5	3	2	7	23
VERY IMPORTANT		12.8	10.0	5.1	4.5	15.9	9.4
7		5	12	2	6	4	29
HIGH SIGNIFICANC		10.6	24.0	3.4	13.6	9.1	11.9
8		10	8	12	13	14	57
ALMOST ESSENTIAL		21.3	16.0	20.3	29.5	31.8	23.4
9		19	19	29	19	13	99
ESSENTIAL		40.4	38.0	49.2	43.2	29.5	40.6
	COLUMN TOTAL	47 19.3	50 20.5	59 24.2	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

36. Evaluation of interview techniques.

TRAINING EXPERIENCE OF SENIOR NCOS 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
037 BY 005
* *

037	005 COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		0	1	0	1	0	2
UNNECESSARY		0.	2.0	0.	2.3	0.	0.8
2		1	0	1	0	0	2
VERY LITTLE		2.1	0.	1.7	0.	0.	0.8
3		2	0	1	0	0	3
NOT REALLY IMPOR		4.2	0.	1.7	0.	0.	1.2
5		0	1	2	0	3	6
IMPORTANT		0.	2.0	3.4	0.	6.8	2.5
6		3	3	0	2	3	11
VERY IMPORTANT		6.3	6.1	0.	4.5	6.8	4.5
7		1	6	8	4	3	22
HIGH SIGNIFICANC		2.1	12.2	13.6	9.1	6.8	9.0
8		14	11	10	6	14	55
ALMOST ESSENTIAL		29.2	22.4	16.9	13.6	31.8	22.5
9		27	27	37	31	21	143
ESSENTIAL		56.3	55.1	62.7	70.5	47.7	58.6
	COLUMN TOTAL	48 19.7	49 20.1	59 24.2	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

37. Identification or recruiter training needs.

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 038 BY 005

038	COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		0	1	1	1	0	3
UNNECESSARY		0.	2.0	1.7	2.3	0.	1.2
4		1	0	1	0	1	3
SOME IMPORTANCE		2.1	0.	1.7	0.	2.3	1.2
5		2	1	2	1	2	8
IMPORTANT		4.2	2.0	3.4	2.3	4.5	3.3
6		3	3	4	1	3	14
VERY IMPORTANT		6.3	6.1	6.8	2.3	6.8	5.7
7		6	6	6	3	7	28
HIGH SIGNIFICANC		12.5	12.2	10.2	6.8	15.9	11.5
8		13	13	11	6	10	53
ALMOST ESSENTIAL		27.1	26.5	18.6	13.6	22.7	21.7
9		23	25	34	32	21	135
ESSENTIAL		47.9	51.0	57.6	72.7	47.7	55.3
	COLUMN TOTAL	48 19.7	49 20.1	59 24.2	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

38. Preparation and conduct of recruiter training.

TRAINING EXPERIENCE OF SENIOR NCOS DOE

FILE NONAME (CREATION DATE = 02-18-82)

B * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q39 BY Q05
B * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOMS OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 040 BY 005

040 / COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 UNNECESSARY	0 / 0.	1 / 2.0	1 / 1.7	1 / 2.3	0 / 0.	3 / 1.2
2 VERY LITTLE	1 / 2.1	1 / 2.0	1 / 1.7	0 / 0.	1 / 2.3	4 / 1.6
3 NOT REALLY IMPOR	1 / 2.1	1 / 2.0	0 / 0.	1 / 2.3	2 / 4.7	5 / 2.1
4 SOME IMPORTANCE	1 / 2.1	1 / 2.0	1 / 1.7	3 / 6.8	2 / 4.7	8 / 3.3
5 IMPORTANT	1 / 2.1	2 / 4.0	6 / 10.2	1 / 2.3	1 / 2.3	11 / 4.5
6 VERY IMPORTANT	4 / 8.5	2 / 4.0	1 / 1.7	2 / 4.5	4 / 9.3	13 / 5.3
7 HIGH SIGNIFICANC	3 / 6.4	7 / 14.0	3 / 5.1	2 / 4.5	4 / 9.3	19 / 7.8
8 ALMOST ESSENTIAL	5 / 10.6	8 / 16.0	3 / 5.1	5 / 11.4	4 / 9.3	25 / 10.3
9 ESSENTIAL	31 / 66.0	27 / 54.0	43 / 72.9	29 / 65.9	25 / 58.1	155 / 63.8
COLUMN TOTAL	47 / 19.3	50 / 20.6	59 / 24.3	44 / 18.1	43 / 17.7	243 / 100.0

NUMBER OF MISSING OBSERVATIONS = 4

40. Recruiter ethics.

TRAINING EXPERIENCE OF SENIOR NCO'S DOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * *
Q41 BY Q05
* *

Q41	COUNT / COL PCT	Q05 NORTH EAST 1	SOUTH EAST 2	MIDWEST 3	SOUTH WEST 4	WEST 5	ROW TOTAL
UNNECESSARY	1	2 4.2	2 4.0	2 3.4	1 2.3	3 7.0	10 4.1
VERY LITTLE	2	1 2.1	0 0.	0 0.	0 0.	0 0.	1 0.4
NOT REALLY IMPOR	3	2 4.2	2 4.0	0 0.	0 0.	0 0.	4 1.6
SOME IMPORTANCE	4	0 0.	0 0.	0 0.	0 0.	1 2.3	1 0.4
IMPORTANT	5	2 4.2	5 10.0	2 3.4	1 2.3	4 9.3	14 5.7
VERY IMPORTANT	6	4 8.3	2 4.0	5 8.5	0 0.	4 9.3	15 6.1
HIGH SIGNIFICANC	7	4 8.3	5 10.0	7 11.9	6 13.6	4 9.3	26 10.7
ALMOST ESSENTIAL	8	6 12.5	7 14.0	7 11.9	5 11.4	8 18.6	33 13.5
ESSENTIAL	9	27 56.3	27 54.0	36 61.0	31 70.5	19 44.2	140 57.4
	COLUMN TOTAL	48 19.7	50 20.5	59 24.2	44 18.0	43 17.6	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

41. Recruiting Station Management System.

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
042 BY Q05
* *

042	Q05 COUNT / COL PCT	NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
UNNECESSARY	1	1	2	0	1	2	6
		2.1	4.0	0.	2.3	4.7	2.5
VERY LITTLE	2	5	2	1	1	0	9
		10.4	4.0	1.7	2.3	0.	3.7
NOT REALLY IMPOR	3	1	2	2	0	1	6
		2.1	4.0	3.4	0.	2.3	2.5
SOME IMPORTANCE	4	0	4	4	1	1	10
		0.	8.0	6.8	2.3	2.3	4.1
IMPORTANT	5	6	5	7	5	5	28
		12.5	10.0	11.9	11.4	11.6	11.5
VERY IMPORTANT	6	4	6	8	3	9	30
		8.3	12.0	13.6	6.8	20.9	12.3
HIGH SIGNIFICANC	7	7	8	9	10	9	43
		14.6	16.0	15.3	22.7	20.9	17.6
ALMOST ESSENTIAL	8	11	1	6	8	7	33
		22.9	2.0	10.2	18.2	16.3	13.5
ESSENTIAL	9	13	20	22	15	9	79
		27.1	40.0	37.3	34.1	20.9	32.4
	COLUMN TOTAL	48	50	59	44	43	244
		19.7	20.5	24.2	18.0	17.6	100.0

NUMBER OF MISSING OBSERVATIONS = 3

42. Evaluation of enlistment packets.

TRAINING EXPERIENCE OF SENIOR NCOPS OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q43 BY Q05

Q43	Q05 COUNT / COL PCT	1 NORTHEAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		0	1	2	1	1	5
UNNECESSARY		0.	2.0	3.4	2.3	2.3	2.0
2		2	0	0	0	0	2
VERY LITTLE		4.2	0.	0.	0.	0.	0.8
3		1	1	0	0	0	2
NOT REALLY IMPOR		2.1	2.0	0.	0.	0.	0.8
4		3	3	1	1	2	10
SOME IMPORTANCE		6.3	6.0	1.7	2.3	4.5	4.1
5		3	0	4	2	5	14
IMPORTANT		6.3	0.	6.9	4.5	11.4	5.7
6		4	6	2	6	6	24
VERY IMPORTANT		8.3	12.0	3.4	13.6	13.6	9.8
7		6	7	6	8	3	30
HIGH SIGNIFICANC		12.5	14.0	10.3	18.2	6.8	12.3
8		13	9	18	7	18	65
ALMOST ESSENTIAL		27.1	18.0	31.0	15.9	40.9	26.6
9		16	23	25	19	9	92
ESSENTIAL		33.3	46.0	43.1	43.2	20.5	37.7
COLUMN TOTAL		48	50	58	44	44	244
		19.7	20.5	23.8	18.0	18.0	100.0

NUMBER OF MISSING OBSERVATIONS = 3

43. Transitional training and evaluation.

TRAINING EXPERIENCE OF SENIOR NCOS 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
Q44 BY Q05
* *

	Q05					
COUNT / COL PCT	NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
	1	2	3	4	5	
Q44						
1 UNNECESSARY	0 0.	1 2.0	1 1.7	1 2.3	0 0.	3 1.2
4 SOME IMPORTANCE	2 4.2	2 4.0	1 1.7	0 0.	1 2.3	6 2.5
5 IMPORTANT	2 4.2	2 4.0	3 5.2	3 6.8	1 2.3	11 4.5
6 VERY IMPORTANT	4 8.3	4 8.0	0 0.	2 4.5	3 6.8	13 5.3
7 HIGH SIGNIFICANC	6 12.5	11 22.0	8 13.8	6 13.6	6 13.6	37 15.2
8 ALMOST ESSENTIAL	12 25.0	10 20.0	12 20.7	10 22.7	12 27.3	56 23.0
9 ESSENTIAL	22 45.8	20 40.0	33 56.9	22 50.0	21 47.7	118 48.4
COLUMN TOTAL	48 19.7	50 20.5	58 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

44. Effective communication; interpersonal communication, reflective listening as relates to recruiting activities.

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

D * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
045 BY 005
D * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCO'S ODE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * *
Q46 BY Q05
* *

Q46	COUNT / COL PCT	Q05 NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
UNNECESSARY	1	1 2.1	1 2.0	1 1.7	0 0.	0 0.	3 1.2
VERY LITTLE	2	0 0.	0 0.	0 0.	2 4.5	1 2.3	3 1.2
NOT REALLY IMPOR	3	1 2.1	0 0.	0 0.	1 2.3	1 2.3	3 1.2
SOME IMPORTANCE	4	4 8.3	4 8.2	2 3.4	5 11.4	3 6.8	18 7.4
IMPORTANT	5	7 14.6	6 12.2	7 12.1	7 15.9	5 11.4	32 13.2
VERY IMPORTANT	6	4 8.3	6 12.2	7 12.1	5 11.4	6 13.6	28 11.5
HIGH SIGNIFICANC	7	14 29.2	12 24.5	13 22.4	7 15.9	13 29.5	59 24.3
ALMOST ESSENTIAL	8	6 12.5	7 14.3	13 22.4	9 20.5	8 18.2	43 17.7
ESSENTIAL	9	11 22.9	13 26.5	15 25.9	8 18.2	7 15.9	54 22.2
	COLUMN TOTAL	48 19.8	49 20.2	58 23.9	44 18.1	44 18.1	243 100.0

NUMBER OF MISSING OBSERVATIONS = 4

46. Professional development responsibilities; role of the PD NCO.

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * *
Q47 BY Q05
* *

Q47	COUNT / COL PCT	Q05 NORTH EAST 1	SOUTH EAST 2	MIDWEST 3	SOUTH WEST 4	WEST 5	ROW TOTAL
UNNECESSARY	1	1 2.1	1 2.0	1 1.7	1 2.3	2 4.5	6 2.5
VERY LITTLE	2	0 0.	2 4.0	1 1.7	0 0.	1 2.3	4 1.6
NOT REALLY IMPOR	3	1 2.1	0 0.	0 0.	0 0.	0 0.	1 0.4
SOME IMPORTANCE	4	2 4.2	0 0.	5 8.6	4 9.1	2 4.5	13 5.3
IMPORTANT	5	4 8.3	7 14.0	7 12.1	3 6.8	4 9.1	25 10.2
VERY IMPORTANT	6	6 12.5	5 10.0	2 3.4	6 13.6	7 15.9	26 10.7
HIGH SIGNIFICANC	7	9 18.8	12 24.0	9 15.5	6 13.6	5 11.4	41 16.8
ALMOST ESSENTIAL	8	10 20.8	9 18.0	12 20.7	10 22.7	10 22.7	51 20.9
ESSENTIAL	9	15 31.3	14 28.0	21 36.2	14 31.8	13 29.5	77 31.6
	COLUMN TOTAL	48 19.7	50 20.5	58 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

47. USAR programs: mission assignment, area level market analysis, mission boxes, relationships with USAR units.

TRAINING EXPERIENCE OF SENIOR NCOS 00E

FILE NONAME (CREATION DATE = 02-18-82)

Q48 * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * * * * * * * * * * * * * * * * * * BY Q05

Q48	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		1	2	1	2	2	8
UNNECESSARY		2.1	4.0	1.7	4.5	4.5	3.3
2		0	1	1	0	0	2
VERY LITTLE		0.	2.0	1.7	0.	0.	0.8
3		3	2	1	0	0	6
NOT REALLY IMPOR		6.3	4.0	1.7	0.	0.	2.5
4		5	3	5	5	2	20
SOME IMPORTANCE		10.4	6.0	8.6	11.4	4.5	8.2
5		0	4	7	1	2	14
IMPORTANT		0.	8.0	12.1	2.3	4.5	5.7
6		2	6	8	7	2	25
VERY IMPORTANT		4.2	12.0	13.8	15.9	4.5	10.2
7		9	8	10	7	10	44
HIGH SIGNIFICANC		18.8	16.0	17.2	15.9	22.7	18.0
8		15	7	11	9	18	60
ALMOST ESSENTIAL		31.3	14.0	19.0	20.5	40.9	24.6
9		13	17	14	13	8	65
ESSENTIAL		27.1	34.0	24.1	29.5	18.2	26.6
	COLUMN TOTAL	48 19.7	50 20.5	56 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

48. Waiver evaluations; documents eligibility validity etc.

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
049 BY 005
* *

049 \ 005	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 UNNECESSARY	1 2.1	1 2.0	1 1.7	0 0.	0 0.	3 1.2
2 VERY LITTLE	1 2.1	2 4.0	0 0.	1 2.3	0 0.	4 1.6
3 NOT REALLY IMPOR	0 0.	1 2.0	1 1.7	0 0.	0 0.	2 0.8
4 SOME IMPORTANCE	4 8.3	4 8.0	0 0.	1 2.3	1 2.3	10 4.1
5 IMPORTANT	5 10.4	1 2.0	7 12.1	3 6.8	2 4.5	18 7.4
6 VERY IMPORTANT	3 6.3	5 10.0	4 6.9	8 18.2	3 6.8	23 9.4
7 HIGH SIGNIFICANC	5 10.4	8 16.0	5 8.6	10 22.7	8 18.2	36 14.8
8 ALMOST ESSENTIAL	13 27.1	10 20.0	15 25.9	5 11.4	13 29.5	56 23.0
9 ESSENTIAL	16 33.3	18 36.0	25 43.1	16 36.4	17 38.6	92 37.7
COLUMN TOTAL	48 19.7	50 20.5	58 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

49. Talking to get results; techniques and fundamentals of probing for special information.

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
050 BY 005
* *

050	COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1		1	1	1	1	0	4
UNNECESSARY		2.1	2.0	1.7	2.3	0.	1.6
3		0	1	0	0	1	2
NOT REALLY IMPOR		0.	2.0	0.	0.	2.3	0.8
4		0	2	1	0	1	4
SOME IMPORTANCE		0.	4.0	1.7	0.	2.3	1.6
5		4	3	2	1	2	12
IMPORTANT		8.3	6.0	3.4	2.3	4.5	4.9
6		3	3	3	3	5	17
VERY IMPORTANT		6.3	6.0	5.2	6.8	11.4	7.0
7		3	8	10	3	7	31
HIGH SIGNIFICANC		6.3	16.0	17.2	6.8	15.9	12.7
8		12	7	5	12	7	43
ALMOST ESSENTIAL		25.0	14.0	8.6	27.3	15.9	17.6
9		25	25	36	24	21	131
ESSENTIAL		52.1	50.0	62.1	54.5	47.7	53.7
	COLUMN TOTAL	48 19.7	50 20.5	58 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

50. Negative and positive leadership traits.

TRAINING EXPERIENCE OF SENIOR NCO"S OOE

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * *
Q51 BY Q05
* *

Q51	COUNT / COL PCT	Q05 NORTH EAST 1	SOUTH EAST 2	MIDWEST 3	SOUTH WEST 4	WEST 5	ROW TOTAL
UNNECESSARY	1	3 6.3	2 4.0	2 3.4	1 2.3	3 6.8	11 4.5
VERY LITTLE	2	1 2.1	3 6.0	1 1.7	1 2.3	0 0.	6 2.5
NOT REALLY IMPOR	3	1 2.1	3 6.0	5 8.6	4 9.1	1 2.3	14 5.7
SOME IMPORTANCE	4	1 2.1	2 4.0	6 10.3	3 6.8	6 13.6	18 7.4
IMPORTANT	5	5 10.4	10 20.0	8 13.8	2 4.5	3 6.8	28 11.5
VERY IMPORTANT	6	7 14.6	2 4.0	7 12.1	8 18.2	5 11.4	29 11.9
HIGH SIGNIFICANC	7	4 8.3	9 18.0	11 19.0	10 22.7	6 13.6	40 16.4
ALMOST ESSENTIAL	8	11 22.9	8 16.0	6 10.3	9 20.5	13 29.5	47 19.3
ESSENTIAL	9	15 31.3	11 22.0	12 20.7	6 13.6	7 15.9	51 20.9
	COLUMN TOTAL	48 19.7	50 20.5	58 23.8	44 18.0	44 18.0	244 100.0

NUMBER OF MISSING OBSERVATIONS = 3

51. Veterans Educational Assistance Program (VEAP).

TRAINING EXPERIENCE OF SENIOR NCOPS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 052 BY 005

052 / COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 UNNECESSARY	2 / 4.2	3 / 6.0	1 / 1.7	0 / 0.	1 / 2.3	7 / 2.9
2 VERY LITTLE	1 / 2.1	1 / 2.0	0 / 0.	1 / 2.3	0 / 0.	3 / 1.2
3 NOT REALLY IMPOR	0 / 0.	2 / 4.0	3 / 5.2	0 / 0.	0 / 0.	5 / 2.0
4 SOME IMPORTANCE	1 / 2.1	3 / 6.0	4 / 6.9	1 / 2.3	1 / 2.3	10 / 4.1
5 IMPORTANT	2 / 4.2	1 / 2.0	1 / 1.7	2 / 4.5	2 / 4.5	8 / 3.3
6 VERY IMPORTANT	2 / 4.2	3 / 6.0	2 / 3.4	7 / 15.9	2 / 4.5	16 / 6.6
7 HIGH SIGNIFICANC	4 / 8.3	5 / 10.0	9 / 15.5	6 / 13.6	7 / 15.9	31 / 12.7
8 ALMOST ESSENTIAL	9 / 18.8	9 / 18.0	7 / 12.1	8 / 18.2	9 / 20.5	42 / 17.2
9 ESSENTIAL	27 / 56.3	23 / 46.0	31 / 53.4	19 / 43.2	22 / 50.0	122 / 50.0
COLUMN TOTAL	48 / 19.7	50 / 20.5	58 / 23.8	44 / 18.0	44 / 18.0	244 / 100.0

NUMBER OF MISSING OBSERVATIONS = 3

52. NCO/officer interaction.

TRAINING EXPERIENCE OF SENIOR NCOPS OOE

FILE NONAME (CREATION DATE = 02-18-82)

* CROSSTABULATION OF * *
053 BY Q05
* *

	Q05					
COUNT / COL PCT	NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
	1	2	3	4	5	
Q53						
1 UNNECESSARY	1 2.1	1 2.0	1 1.7	1 2.3	0 0.	4 1.6
2 VERY LITTLE	1 2.1	0 0.	0 0.	0 0.	0 0.	1 0.4
3 NOT REALLY IMPOR	1 2.1	1 2.0	0 0.	0 0.	0 0.	2 0.8
4 SOME IMPORTANCE	0 0.	0 0.	1 1.7	0 0.	0 0.	1 0.4
5 IMPORTANT	3 6.3	0 0.	0 0.	0 0.	0 0.	3 1.2
6 VERY IMPORTANT	1 2.1	2 4.1	0 0.	1 2.3	1 2.3	5 2.1
7 HIGH SIGNIFICANC	2 4.2	2 4.1	7 12.1	1 2.3	2 4.5	14 5.8
8 ALMOST ESSENTIAL	9 18.8	10 20.4	4 6.9	6 13.6	8 18.2	37 15.2
9 ESSENTIAL	30 62.5	33 67.3	45 77.6	35 79.5	33 75.0	176 72.4
COLUMN TOTAL	48 19.8	49 20.2	58 23.9	44 18.1	44 18.1	243 100.0

NUMBER OF MISSING OBSERVATIONS = 4

53. Motivation of subordinates.

TRAINING EXPERIENCE OF SENIOR NCOPS ODE

FILE NONAME (CREATION DATE = 02-18-82)

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* * * * * * * * * * * * * * * * * *   C R O S S T A B U L A T I O N   O F   * *
    Q54                                                          BY  Q05
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
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Q54	COUNT / COL PCT	Q05 NORTH EAST 1	SOUTH EAST 2	MIDWEST 3	SOUTH WEST 4	WEST 5	ROW TOTAL
YES, MUCH PAPERW	1	42	39	53	40	38	212
		89.4	92.9	93.0	90.9	88.4	91.0
NO, NOT EXCESSIV	2	3	3	4	4	4	18
		6.4	7.1	7.0	9.1	9.3	7.7
NO OPINION	3	2	0	0	0	1	3
		4.3	0.	0.	0.	2.3	1.3
	COLUMN TOTAL	47	42	57	44	43	233
		20.2	18.0	24.5	18.9	18.5	100.0

NUMBER OF MISSING OBSERVATIONS = 14

54. Do you believe that the administration at Area level is excessive?
    1 Yes, too much paperwork
    2 No, it is not excessive
    3 No opinion

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q55 BY Q05

Q55	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 MORE THAN 75%		8 / 17.0	10 / 23.8	30 / 51.7	20 / 45.5	19 / 43.2	87 / 37.0
2 60% TO 75%		19 / 40.4	24 / 57.1	22 / 37.9	21 / 47.7	13 / 29.5	99 / 42.1
3 40% TO 59%		14 / 29.8	5 / 11.9	5 / 8.6	2 / 4.5	7 / 15.9	33 / 14.0
4 25% TO 39%		3 / 6.4	2 / 4.8	1 / 1.7	1 / 2.3	3 / 6.8	10 / 4.3
5 LESS THAN 25%		1 / 2.1	0 / 0.	0 / 0.	0 / 0.	1 / 2.3	2 / 0.9
6 I'M NOT SURE		2 / 4.3	1 / 2.4	0 / 0.	0 / 0.	1 / 2.3	4 / 1.7
	COLUMN TOTAL	47 / 20.0	42 / 17.9	58 / 24.7	44 / 18.7	44 / 18.7	235 / 100.0

NUMBER OF MISSING OBSERVATIONS = 12

55. In your area, about how many current year high school senior names do you have that are matched with phone numbers or addresses or both? (Names not lists)

1 More than 75%
2 60 to 75%
3 40 to 59%
4 25 to 39%
5 Less than 25%
6 I'm not sure

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

** CROSSTABULATION OF 056 BY 005

056	005	NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
		1	2	3	4	5	
1 YES, ALWAYS	COUNT	16	13	20	17	10	76
	COL PCT	34.8	31.0	34.5	38.6	23.3	32.6
2 MOST OF THE TIME	COUNT	20	20	24	17	20	101
	COL PCT	43.5	47.6	41.4	38.6	46.5	43.3
3 NO	COUNT	10	9	14	10	13	56
	COL PCT	21.7	21.4	24.1	22.7	30.2	24.0
COLUMN TOTAL		46	42	58	44	43	233
		19.7	18.0	24.9	18.9	18.5	100.0

NUMBER OF MISSING OBSERVATIONS = 14

56. Do you believe that your DRC shows a genuine concern for your field recruiters with regard to such things as pay problems, supply matters, and other things that relate indirectly to recruiting?
    1 Yes, always
    2 Most of the time
    3 No
    4 Their actions don't concern me

TRAINING EXPERIENCE OF SENIOR NCOMS OOE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q57 BY Q05

Q57	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 YES	1	31	24	26	22	22	125
		66.0	57.1	51.0	50.0	50.0	54.8
2 NO	2	13	16	23	20	20	92
		27.7	38.1	45.1	45.5	45.5	40.4
3 I DON'T KNOW	3	3	2	2	2	2	11
		6.4	4.8	3.9	4.5	4.5	4.8
	COLUMN TOTAL	47	42	51	44	44	228
		20.6	18.4	22.4	19.3	19.3	100.0

NUMBER OF MISSING OBSERVATIONS = 19

57. Does your DRC Sergeant Major provide one-on-one training for assistant area commanders?
    1 yes
    2 no
    3 I don't know

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-17-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF *
021 LEVEL OF PROFICIENCY IN COUNSELING BY 057 ONE-C
* *

	057			
COUNT / COL PCT	YES	NO	I DON'T KNOW	ROW TOTAL
021	1	2	3	
1 VERY PROFICIENT	85	59	8	152
	68.5	64.1	72.7	67.0
2 ADEQUATE	36	31	3	70
	29.0	33.7	27.3	30.8
3 NOT PROFICIENT	3	2	0	5
	2.4	2.2	0.	2.2
COLUMN TOTAL	124	92	11	227
	54.6	40.5	4.8	100.0

NUMBER OF MISSING OBSERVATIONS = 20

SPECIAL COMPARISON

57. Does your DRC Sergeant Major provide one-on-one training for assistant area commanders?
    1 yes
    2 no
    3 I don't know

21. What level of proficiency do you have in counseling?
    1 Very proficient
    2 Adequate
    3 Not proficient

TRAINING EXPERIENCE OF SENIOR NCO'S OOE

FILE NONAME (CREATION DATE = 02-17-82)

* C R O S S T A B U L A T I O N O F *
026 HOW SHOULD NEW ASST AREA CDR BE TRAINED BY 057 ONE-O
* *

026	COUNT / COL PCT	057 YES 1	NO 2	I DON'T KNOW 3	ROW TOTAL
NO REQUIRED	1	5 / 4.0	2 / 2.2	0 / 0.	7 / 3.1
IN SMALL GROUPS	2	14 / 11.1	18 / 19.8	4 / 36.4	36 / 15.8
INDIVIDUAL OUT	3	25 / 19.8	13 / 14.3	4 / 36.4	42 / 18.4
INDIVIDUALLY & G	4	80 / 63.5	57 / 62.6	3 / 27.3	140 / 61.4
I'M NOT SURE	5	2 / 1.6	1 / 1.1	0 / 0.	3 / 1.3
	COLUMN TOTAL	126 / 55.3	91 / 39.9	11 / 4.8	228 / 100.0

NUMBER OF MISSING OBSERVATIONS = 19

SPECIAL COMPARISON

57. Does your DRC Sergeant Major provide one-on-one training for assistant area commanders?
    1 yes
    2 no
    3 I don't know

26. In your opinion, how should new AAC be trained?
    1 Special training for AAC is not required
    2 In small groups
    3 Individually on the job
    4 Both individually and in groups depending upon the subject
    5 I'm not sure

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02/18/82)

B * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
058 BY 005
B *

058	COUNT / COL PCT	005 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 YES	1	24	20	26	27	25	122
		51.1	48.8	52.0	61.4	56.8	54.0
2 NO	2	8	5	3	3	2	21
		17.0	12.2	6.0	6.8	4.5	9.3
3 SOMEWHAT	3	9	4	7	3	4	27
		19.1	9.8	14.0	6.8	9.1	11.9
4 DRC SGM DOESN'T	4	6	12	14	11	13	56
		12.8	29.3	28.0	25.0	29.5	24.8
COLUMN TOTAL		47	41	50	44	44	226
		20.8	18.1	22.1	19.5	19.5	100.0

NUMBER OF MISSING OBSERVATIONS = 21

58. Do you believe that one-on-one training by your DRC Sergeant Major is useful?
    1 Yes
    2 No
    3 Somewhat
    4 My DRC SGM doesn't provide individual training to AAC

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * C R O S S T A B U L A T I O N O F * *
Q59 BY Q05
* *

Q59	COUNT / COL PCT	Q05 NORTH EAST 1	SOUTH EAST 2	MIDWEST 3	SOUTH WEST 4	WEST 5	ROW TOTAL
IN PAST MONTH	1	19 41.3	17 44.7	14 27.5	15 37.5	12 28.6	77 35.5
IN PAST 2 MONTHS	2	8 17.4	4 10.5	8 15.7	6 15.0	6 14.3	32 14.7
IN PAST 3 TO 6 M	3	4 8.7	1 2.6	7 13.7	1 2.5	3 7.1	16 7.4
MORE THAN 6 MONT	4	1 2.2	0 0.	4 7.8	0 0.	2 4.8	7 3.2
NEVER	5	14 30.4	16 42.1	18 35.3	18 45.0	19 45.2	85 39.2
	COLUMN TOTAL	46 21.2	38 17.5	51 23.5	40 18.4	42 19.4	217 100.0

NUMBER OF MISSING OBSERVATIONS = 30

59. When was the last time your DRC Sergeant Major provided you with individual training?
    1 Within the past month
    2 Within the past two months
    3 Within the past three to six months
    4 More than six months ago
    5 Never

TRAINING EXPERIENCE OF SENIOR NCOMS 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q60 BY Q05

Q60	COUNT / COL PCT	Q05 1 NORTH EAST	Q05 2 SOUTH EAST	Q05 3 MIDWEST	Q05 4 SOUTH WEST	Q05 5 WEST	ROW TOTAL
1		33	28	21	31	31	144
NOT AS MUCH TIME		71.7	70.0	41.2	70.5	73.8	64.6
2		8	10	27	10	9	64
DIVIDE TIME EQUA		17.4	25.0	52.9	22.7	21.4	28.7
3		5	2	3	3	2	15
NO SET PLAN OR T		10.9	5.0	5.9	6.8	4.8	6.7
COLUMN TOTAL		46 20.6	40 17.9	51 22.9	44 19.7	42 18.8	223 100.0

NUMBER OF MISSING OBSERVATIONS = 24

60. If a recruiting station is successful in both production and management, do you tend to
    1 Not spend as much time there as in less successful stations
    2 Divide your time equally regardless of production
    3 I have no set plan for station visits or time spent at stations

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
061 BY 005
* *

061 / 005	COUNT / COL PCT	1 NORTHEAST	2 SOUTHEAST	3 MIDWEST	4 SOUTHWEST	5 WEST	ROW TOTAL
1 VERY ACCESSABLE		35	28	42	35	37	177
		77.8	71.8	82.4	83.3	84.1	80.1
2 DIFFICULT TO SEE		2	3	1	2	2	10
		4.4	7.7	2.0	4.8	4.5	4.5
3 CAN SEE SOMETIME		6	6	7	5	4	28
		13.3	15.4	13.7	11.9	9.1	12.7
4 DONT NEED ASSIST		2	2	1	0	1	6
		4.4	5.1	2.0	0.	2.3	2.7
COLUMN TOTAL		45	39	51	42	44	221
		20.4	17.6	23.1	19.0	19.9	100.0

NUMBER OF MISSING OBSERVATIONS = 26

61. To what degree do you consider your DRC SGM accessable to you for assistance (either in person or by phone) ?
    1 Very accessable
    2 Difficult to see or talk to
    3 Sometimes I can get him, sometimes I can't
    4 I don't need assistance from the sergeant major

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF 062 BY 005

062	005 COUNT / COL PCT	1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 MORE THAN 15	1	25	26	17	16	24	108
		53.2	65.0	33.3	37.2	54.5	48.0
2 10 TO 14	2	14	11	21	22	15	83
		29.8	27.5	41.2	51.2	34.1	36.9
3 5 TO 9	3	5	3	11	4	3	26
		10.6	7.5	21.6	9.3	6.8	11.6
4 1 TO 4	4	1	0	1	1	1	4
		2.1	0.	2.0	2.3	2.3	1.8
5 NOT REALLY SURE	5	2	0	1	0	1	4
		4.3	0.	2.0	0.	2.3	1.8
	COLUMN TOTAL	47	40	51	43	44	225
		20.9	17.8	22.7	19.1	19.6	100.0

NUMBER OF MISSING OBSERVATIONS = 22

62. In your area, how many sales presentations are made by the average recruiter each month as a result of recruiter generated activity such as telephone contacts as opposed to call-ins, walk-ins, and the like?

1 More than 15
2 10-14
3 5-9
4 1-4
5 I'm nor really sure

TRAINING EXPERIENCE OF SENIOR NCO"S 00E

FILE NONAME (CREATION DATE = 02-18-82)

* * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
063 BY Q05
* *

	Q05					
COUNT / COL PCT	NORTH EAST	SOUTH EAST	MIDWEST	SOUTH WEST	WEST	ROW TOTAL
	1	2	3	4	5	
063						
1 ADMINISTRATION	5 / 10.9	3 / 7.5	4 / 7.8	1 / 2.3	4 / 9.1	17 / 7.6
2 SC & REC INTERAC	36 / 78.3	33 / 82.5	41 / 80.4	37 / 84.1	28 / 63.6	175 / 77.8
3 TRAINING	3 / 6.5	3 / 7.5	6 / 11.8	5 / 11.4	10 / 22.7	27 / 12.0
4 AREA HQ ACTIVITI	0 / 0.	0 / 0.	0 / 0.	0 / 0.	1 / 2.3	1 / 0.4
5 NONE OF THE ABOV	2 / 4.3	1 / 2.5	0 / 0.	1 / 2.3	1 / 2.3	5 / 2.2
COLUMN TOTAL	46 / 20.4	40 / 17.8	51 / 22.7	44 / 19.6	44 / 19.6	225 / 100.0

NUMBER OF MISSING OBSERVATIONS = 22

63. As a new assistant area commander, which of the following was most important to you?
    1 Administration (RSMS, RAMS, daily planning etc)
    2 Interaction with station commanders and recruiters
    3 Training
    4 Area headquarters activities
    5 None of the above

TRAINING EXPERIENCE OF SENIOR NCO'S 00E

FILE NONAME (CREATION DATE = 02-18-82)

D * * * * * * * * * * * * * * * * * * CROSSTABULATION OF * *
D64 BY Q05
D * * * * * * * * * * * * * * * * * *

TRAINING EXPERIENCE OF SENIOR NCOS ODE

FILE NONAME (CREATION DATE = 02-18-82)

CROSSTABULATION OF Q65 BY Q05

Q65	COUNT / COL PCT	Q05 1 NORTH EAST	2 SOUTH EAST	3 MIDWEST	4 SOUTH WEST	5 WEST	ROW TOTAL
1 OVER 110%		5 / 10.6	14 / 35.9	20 / 40.0	7 / 16.3	12 / 27.3	58 / 26.0
2 100% TO 109%		7 / 14.9	10 / 25.6	14 / 28.0	12 / 27.9	12 / 27.3	55 / 24.7
3 90% TO 99%		18 / 38.3	9 / 23.1	12 / 24.0	9 / 20.9	14 / 31.8	62 / 27.8
4 75% TO 90%		16 / 34.0	6 / 15.4	3 / 6.0	12 / 27.9	6 / 13.6	43 / 19.3
5 LESS THAN 74%		1 / 2.1	0 / 0.	1 / 2.0	3 / 7.0	0 / 0.	5 / 2.2
	COLUMN TOTAL	47 / 21.1	39 / 17.5	50 / 22.4	43 / 19.3	44 / 19.7	223 / 100.0

NUMBER OF MISSING OBSERVATIONS = 24

65. At the end of FY-80, where did your area finish with regard to overall production?
    1 Over 110%
    2 100-109%
    3 90-99%
    4 75-90%
    5 Less than 74%